

# Alternative Recruiter Tour Lengths

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# Overview

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- ❖ Purpose
- ❖ Background
- ❖ Method
- ❖ Results
- ❖ Implications



# Purpose

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- ❖ Provide insights on how tour length may be used to increase recruiting efficiency
- ❖ Simulate the effects of alternative production recruiter tour length policies on:
  - Costs
  - Productivity or output



# Background

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- ❖ Incentives based on performance may increase productivity
  - However, reluctant to tie significant cash awards directly to recruiter output or productivity
- ❖ Recruiter productivity changes with ‘time on station’
  - Initially, low or zero over first several months
  - Increases to reach a peak after about 12-24 months
  - Declines around the time of rotation as recruiter begins to prepare for next assignment



# Background (continued)

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- ❖ Two ways to “select” most productive recruiters
  - Screen them before they are assigned
    - See e.g., Hogan, McCloy, et al, “Cost Effectiveness Of The Armed Services Vocational Aptitude Battery (ASVAB) For Use In Recruiter Selection,” (2001)
  - Observe actual productivity over first year
    - Possibly extend those with high productivity
    - Possibly limit tour of those with low productivity



# Implications

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- ❖ Alternative tour lengths may have the potential to increase average productivity, lower total recruiting costs
- ❖ Two related mechanisms
  - Longer average tour lengths
  - On-the-job productivity screening and selection



# Method

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- ❖ Spread-sheet based simulation model
- ❖ Recruiter productivity increases with time on station as a recruiter, but reaches a plateau
- ❖ Individual recruiter productivity varies around mean
- ❖ Data described in Hogan, McCloy et al. (2001)



# Method (continued)

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- ❖ Model starts with existing “stock” of recruiters distributed over a 36 month tour
- ❖ Simulates losses through
  - Intra-tour attrition
  - Tour completion and PCS
- ❖ Generates newly assigned recruiters to meet recruiting goal, but with some constraints



# Method (continued)

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- ❖ Model can change tour lengths, selectively or for all recruiters
- ❖ Hence, recruiter productivity varies with:
  - Average time on station
  - Selective extensions based on individual productivity
- ❖ Model calculates
  - High quality recruits
  - Number of recruiters
  - Cost of recruiters
  - Cost of PCS moves



# Model Set-Up

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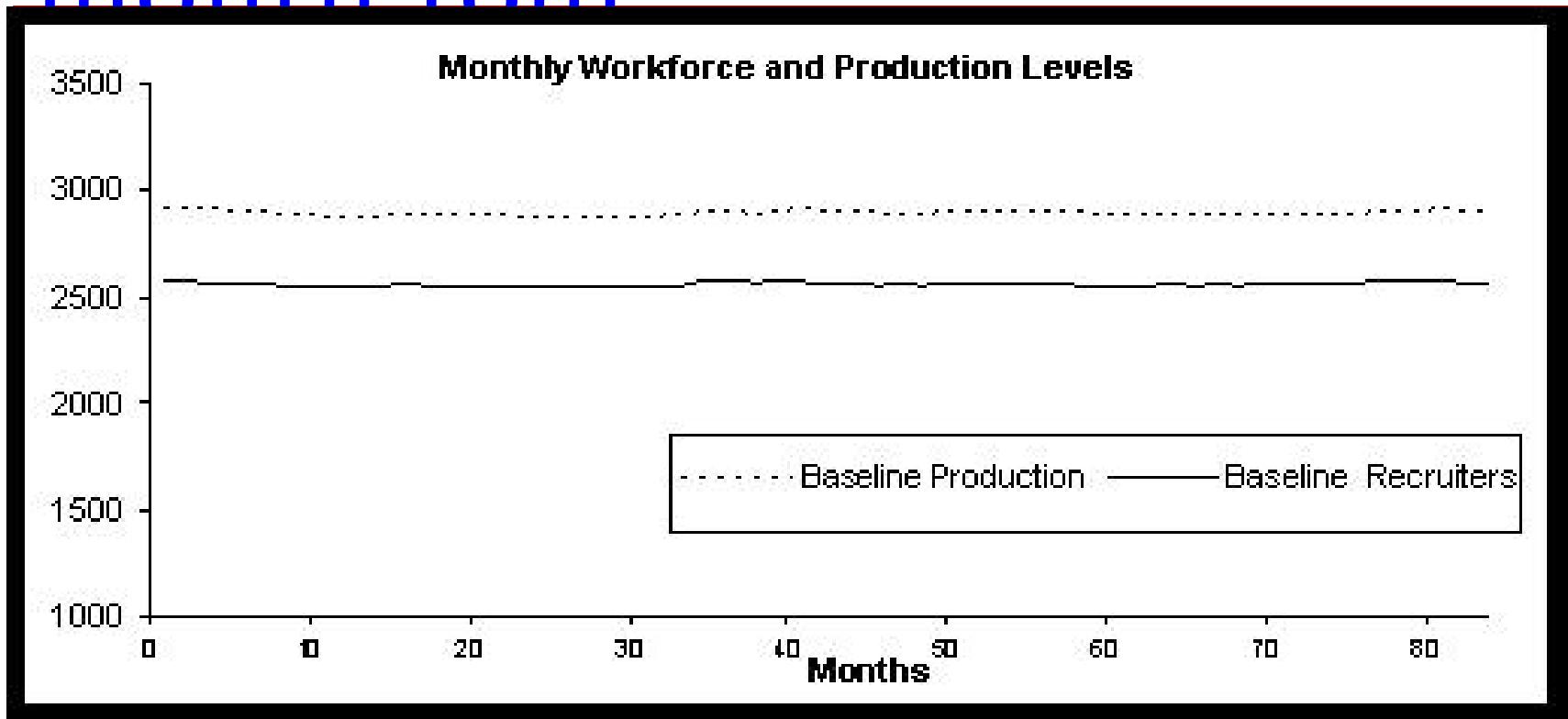
- ❖ Attempts to hold approximately constant annual number of high quality recruits (34,500 per year)
- ❖ Cost of recruiter estimated at \$5,125 per month
- ❖ Cost of PCS move estimated at \$6,000
- ❖ Average recruiter productivity is about 1.1 a-cell per month in the baseline simulation
  - ‘steady-state’
- ❖ Constraints placed on monthly new recruiters



# Results



# Baseline: Current 36 month tour



- Cost: Recruiter + PCS Of \$14.13 M/month
- Recruiters: 2,563 (average)
- New recruiters: about 74 per month
- A-cells: 2,882/mo



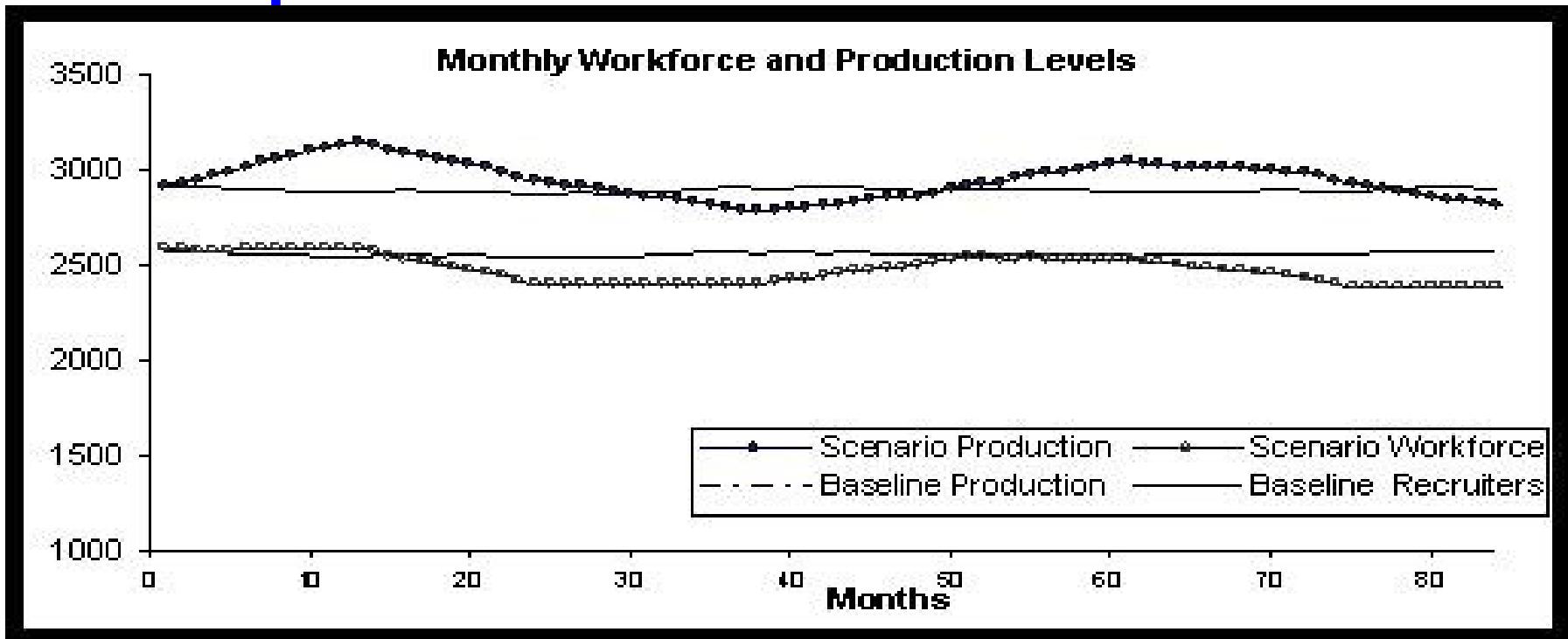
# Case 1: 36 month tour +12 month selective extension

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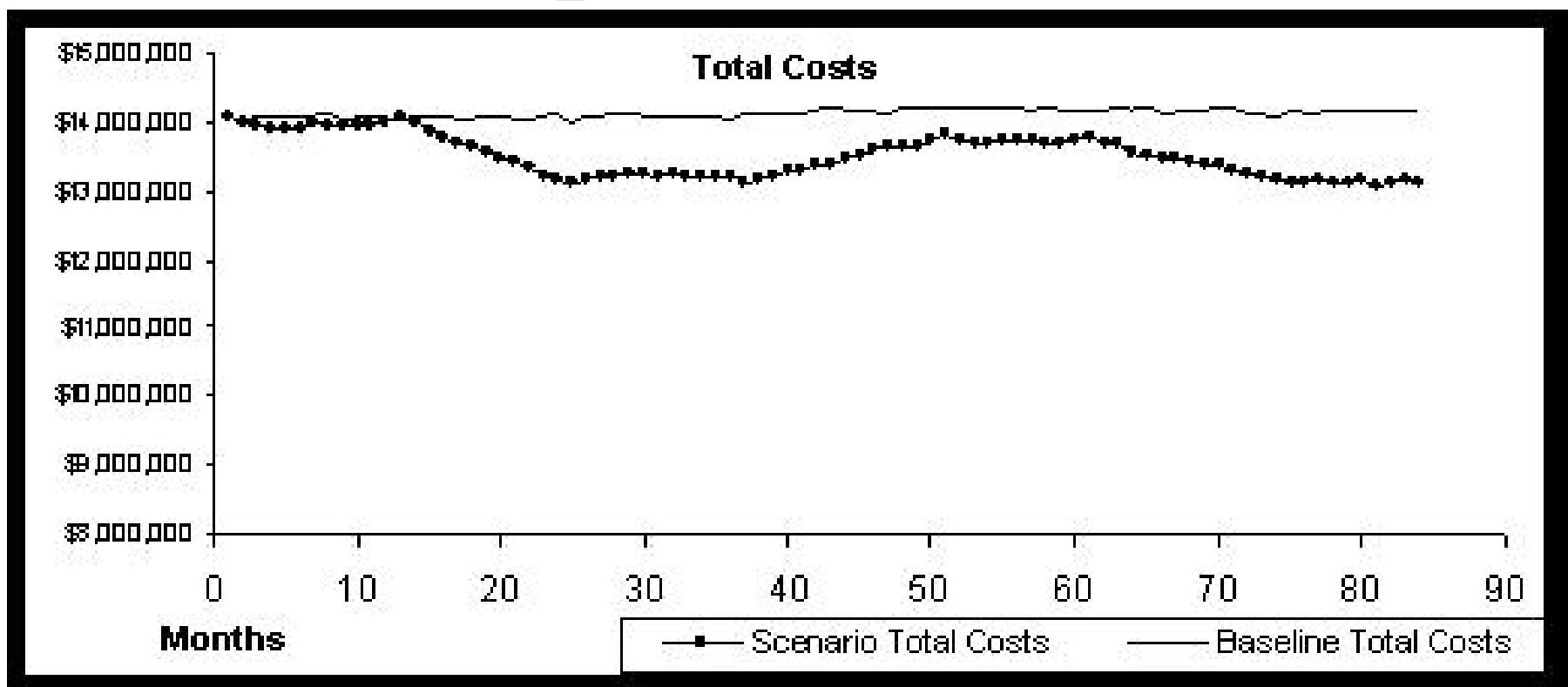
- ❖ Top 20% most productive of each monthly recruiter cohort are asked to extend for 12 months
  - Cost: average of \$13.5M per month
  - Recruiters: 2,481/mo. average (84 months)
  - New recruiters: 58 per month
  - A-cells: 2,947



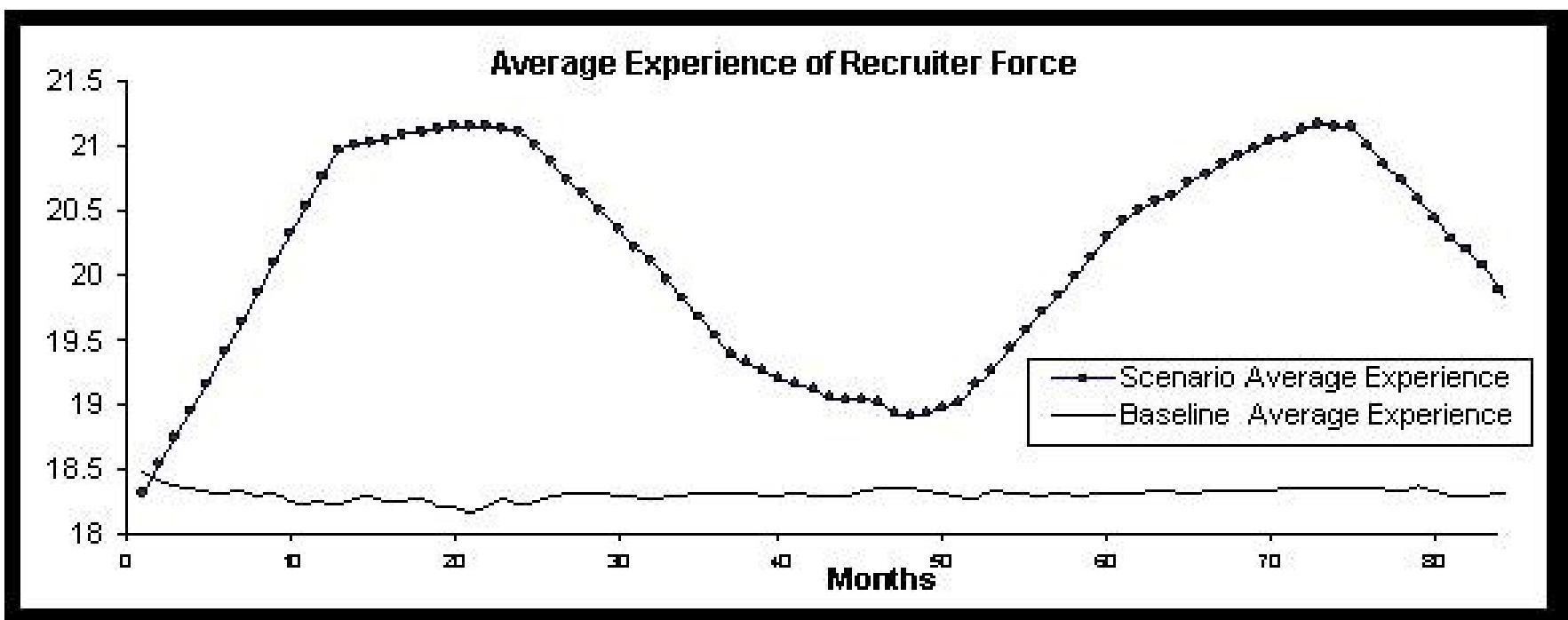
# Case 1: Productivity Comparison



# Case 1: Total Monthly Cost Comparison



# Case 1: Average Recruiter Experience Comparison



## Case 2: Initial 24 Month Tour; Top 50% Extended for Second

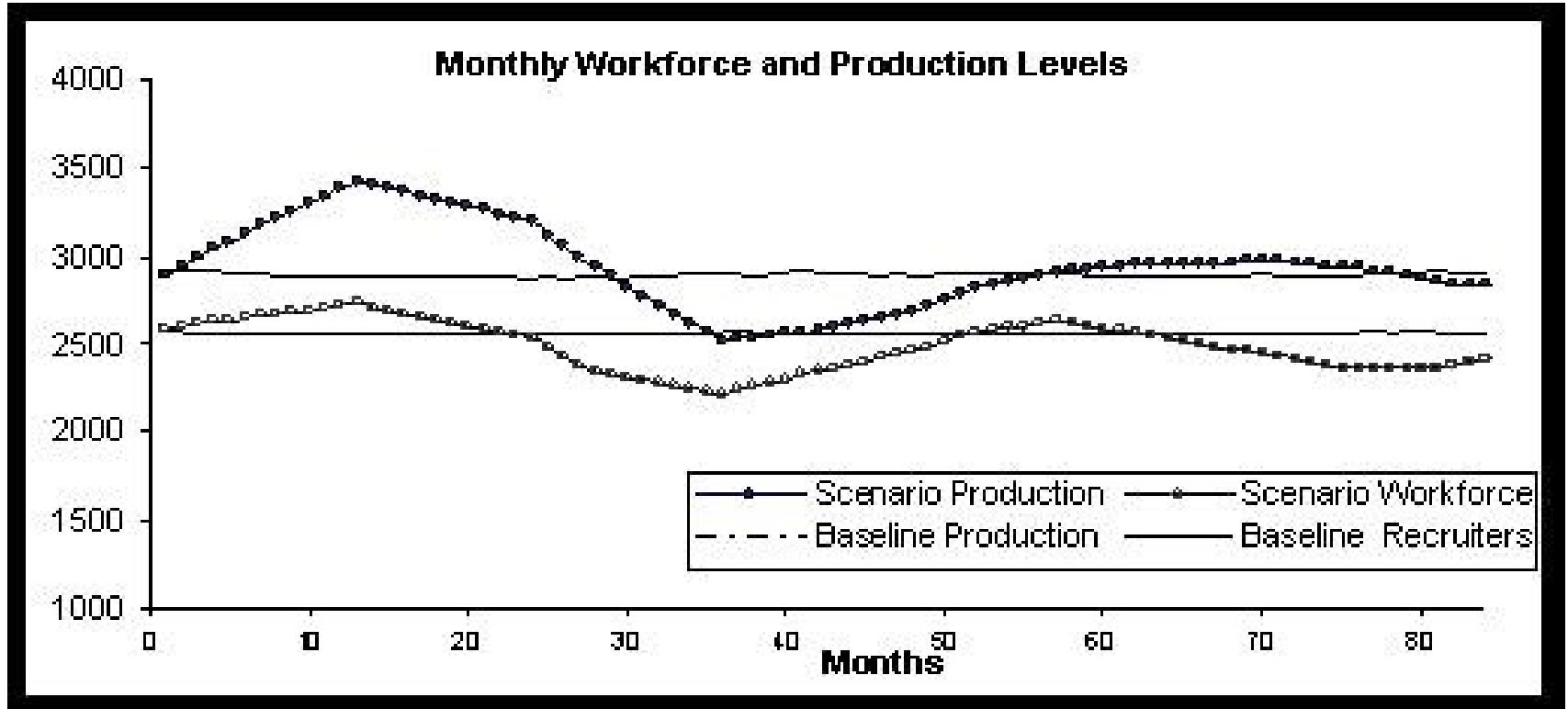
❖ Current stock of recruiters grandfathered to 36 month tour but top 50% may extend to 48 months

- Cost: average of \$13.8M per month (84 mos.)
- Recruiters: 2,532/mo. average (84 months)
- A-cells: 3,006/mo. average (84 months)

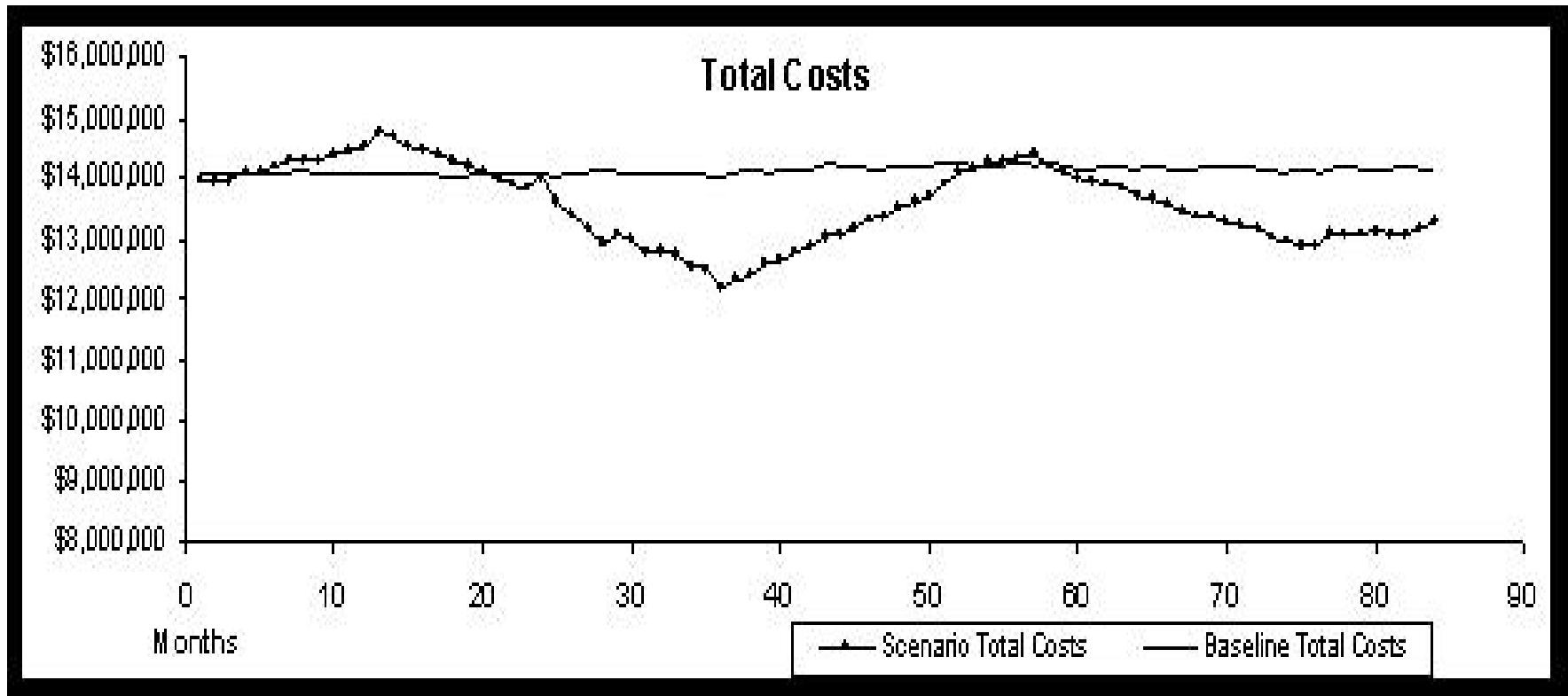
❖ Wild ride, however



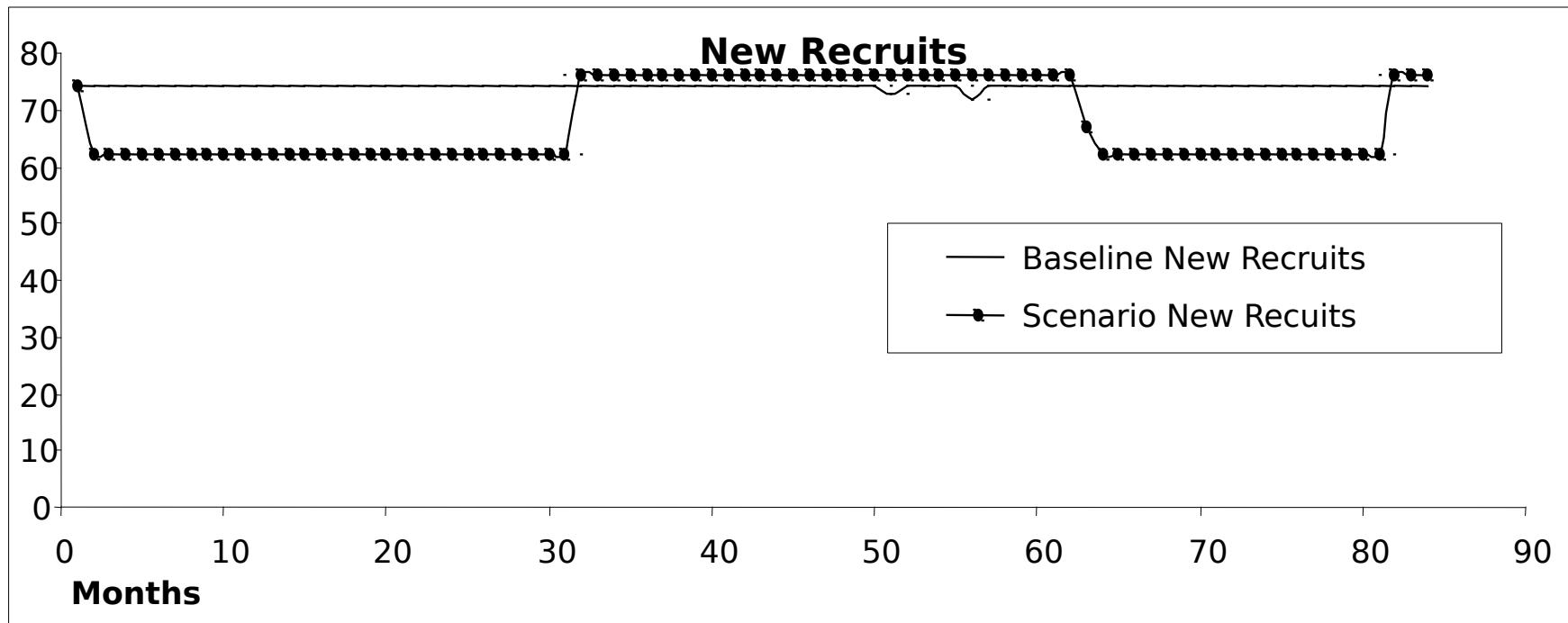
# Case 2: Productivity Comparison



# Case 2: Total Cost Comparison



# Case 2: Comparison Of New Recruiter Demand



# Summary and Conclusions

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- ❖ Recruiter productivity varies systematically over a tour
- ❖ Productivity varies by individual recruiter, which is revealed over the first part of the tour
- ❖ Tour length policies and selective extensions can exploit this to increase efficiency
  - However, understand implications of changes can be treacherous



# Summary and Conclusions

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- ❖ A policy that allows the top 20% of recruiters to extend for additional 12 months may:
  - Reduce required recruiters by about 5%, saving in PCS and recruiter costs about \$0.5M per month (average) or almost \$3 M (undiscounted) over 7 years
  - Require incentive (such as enhanced SDAP) to induce top recruiters to extend voluntarily

